



State of Montana
Department of Commerce

Agency IT Plan
Fiscal Year 2012-2017

April 2012

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EXECUTIVE SUMMARY

This is the Information Technology (IT) Strategic Plan for the Montana Department of Commerce for 2012. This document represents the sixth such effort to plan the department's IT efforts under the guidance of the State IT Strategic Plan and as required by the Montana Information Technology Act of 2001.

The Montana Department of Commerce mission is:

- “To enhance economic prosperity in Montana by working with our community partners to foster community led diversification of our economy; to maintain and improve our infrastructure, housing and facilities; and to promote and enhance Montana’s national and international image.”

In support of that mission the department’s IT mission is:

- “To deliver timely and accurate IT services to our customers in a courteous and professional manner that supports the core business needs of the Department of Commerce and attached boards and commissions while striving to optimize existing technology and analyzing, planning, developing, and implementing new technology that will improve productivity and/or reduce operating costs.”

The department is comprised of 9 service areas. They are: Business Resources Division, Montana Promotion Division, Community Development Division, Montana Facility Finance Authority, Housing Division, Board of Investments, Montana Heritage Commission, Energy Infrastructure Promotion and Development, and the Director’s Office.

The department’s security program continues to evolve and is generally described in section 3. The security program, new internal control requirements, and our Continuity of Operations (COOP) plan update will be addressed in a coordinated approach.

The IT Plan is contained in section 4. It is composed of the department’s 4 IT goals and the department’s objectives. The objectives are specific and measurable and are listed under the goal they support. The objectives include activities that are underway or planned for the 2012-2013 biennium, those planned for the 2014-2015 biennium, and any that can be foreseen for the 2016-2017 biennium. The objectives are labeled by service area (example: BRD mean the Business Resource Division). The objective number or the order that they are presented does not imply a priority. Included with each objective is an estimated cost and timeframe when the objective is scheduled to be completed.

- **ITG1** - Provide and maintain information technology solutions that meet the unique business requirements of the department’s customers and staff.
- **ITG2** - The department will enhance electronic government services to better serve our customers and realize efficiencies.
- **ITG3** - Secure department hardware, software, and data to prevent unauthorized access, alteration, or loss and ensure business continuity.
- **ITG4** - Provide staff the information technology skills and tools necessary to support the needs of our customers both inside and outside the department.

The Department of Commerce is positioned as an enterprise partner as described in section 6. Department staff participate in various advisory committees and groups to provide our particular perspective and opinion when enterprise decisions are made regarding policy formulation, infrastructure investment decisions, and standards issues.

Section 7 includes a description of agency fiscal information including, budgets expenditures and staffing. The Department of Commerce has a currently authorized fiscal year (FY) 2012 budget of approximately \$169.026 million with FY 2012 expected IT expenditures of approximately \$3.436 million (approximately 2.0328% of the currently authorized FY 2012 budget). Total FY 2012 staffing for the department is 211.50 Full-Time Equivalents (FTE). Included in that number are 14.50 IT related FTE (approximately 6.856% of total department staff).

Commerce does not have any IT Initiatives meeting the \$500,000 threshold for the next biennium, nor does it have any IT Initiatives meeting the \$100,000 and 25% of the agency IT budget threshold as defined in the plan instructions supplied by the Department of Administration, therefore there are no IT Initiative items for discussion in Section 7. However, the Department of Commerce does have IT related Executive Planning Process (EPP) items, and those IT related EPP items are listed in section 7.

By using the objectives and activities in this plan, the Department of Commerce expects to make significant progress toward accomplishing the goals set out in this document over the coming months and years. Each one is an underpinning of our department IT efforts toward utilizing technology in accomplishing our department's mission.

SECTION 1: AGENCY ADMINISTRATIVE INFORMATION

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IT Inventory

The IT inventory database located at <http://mine.mt.gov/enterpriseitinventory> will be updated on April 6, 2012. As required by MCA 2-17-524(3)(c) the inventory will be updated again on June 30th, 2012 to reflect final inventory information for fiscal year 2012.

SECTION 2: AGENCY IT MISSION

Mission:

To deliver timely and accurate IT services to our customers in a courteous and professional manner that support the core business needs of the Department of Commerce and attached boards and commissions while striving to optimize existing technology. Continually seek, analyze, and implement new technologies or methodologies that will improve productivity and reduce operating costs.

We will meet our Mission by:

- Facilitating the use of technology when it is justified and supports our business needs.
- Being responsive and customer oriented, delivering results in the most effective, efficient, and reliable manner.
- Adhering to IT best business practices and the policies and standards adopted by the enterprise.
- Encouraging our customers to hold us accountable to our mission.
 - Ensuring optimum use of existing information technology.
 - Analyzing, planning, and promoting the relevant and appropriate use of new technology at all enterprise levels.
 - Promoting, developing, and implementing appropriate e-government solutions to improve the delivery of department services.
 - Providing appropriate training and technical assistance to IT users.
 - Continuously improving our communication and technical skills.
 - Valuing the integrity, commitment, innovation, and professionalism of our staff.

SECTION 3: AGENCY REQUIRED PROGRAMS

Information Security Management (ISM) Program General Description

The Montana Department of Commerce is continuing to implement a department-wide (agency) information security management program compliant with §2-15-114, MCA and State Information Technology Systems Division *Information Security Programs* policy with adoption of the National Institute of Standards and Technology (NIST) Special Publication 800 series as guides for establishing appropriate security procedures. This is in alignment with the State's Information Technology Service's direction for an enterprise approach to protect sensitive and critical information being housed and shared on State and/or external/commercial information assets or systems.

As described in NIST SP 800-39, the agency has developed and adopted the Information Risk Management Strategy to guide the agency through information security lifecycle architecture with application of risk management. This structure provides a programmatic approach to reducing the level of risk to an acceptable level, while ensuring legal and regulatory mandates are met in accordance with MCA §2-15-114.

The agency's program has four components, which interact with each other in a continuous improvement cycle. They are as follows:

- Risk Frame – Establishes the context for making risk-based decisions
- Risk Assessment – Addresses how the agency will assess risk within the context of the risk frame; identifying threats, harm, impact, vulnerabilities and likelihood of occurrence
- Risk Response – Addresses how the agency responds to risk once the level of risk is determined based on the results of the risk assessment; e.g., avoid, mitigate, accept risk, share or transfer
- Risk Monitoring – Addresses how the agency monitors risk over time; "Are we achieving desired outcomes?"

The agency's information security management program is challenged with limited resources; manpower and funding. While alternatives are reviewed and mitigation efforts are implemented, the level of acceptable risk is constantly challenged by the ever changing technology and associated risks from growing attacks and social structure changes. Specific vulnerabilities have been identified which require restructure, new equipment, or personnel positions (funds increase), and are addressed below in our future plans.

Future Security Program Plans

Over this strategic period we plan to develop and rewrite various agency level security related policies to ensure compliance with existing state and federal guidelines which are constantly evolving as technology changes. A more comprehensive incident response plan will be implemented. Specific security plans for the Housing Division applications and agency file services are our targeted priorities.

Continuity of Operations (COOP) Capability Program General Description

On October 24, 2011 the Department of Commerce joined with the Department of Administration *Continuity Services* for the development of our agency's Continuity of Operations Capabilities, which will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government. This program involves two areas of focus; the first is to complete the Business Continuity Plans (BCP), the second area is to work on the specific business processes or activity plans such as Emergency Action Plans (EAP), Information System Contingency Plans (ISCP), Communications Plans, Incident Management Plans, and more. We have completed three (5) of eight (8) parts (a 'part' represents a Commerce division) of the first of two BCP phases and expect full completion of both areas of focus by December 2012. This program is not a standalone process in that information which is identified and recorded under this structure can and often exists in the Records Management Program, associates with Information Security Management Program requirements, and is coordinated with the department's Internal Controls Standards.

Integration of these four programs is critical to the confidentiality, integrity, and availability of information, which is associated with each program.

Future COOP Program Plans

Over this strategic period we will continue to assess our current environment and develop action plans which will prevent or reduce interruptions to our customers in the event of a catastrophic failure. We will then implement the plans we have developed and updated using the L10 software maintained by the Department of Administration, Continuity Services Division. The COOP planning process will be integrated into our current policies, procedures and processes as it continues to evolve.

SECTION 4: AGENCY IT PLAN – GOALS & OBJECTIVES

Goal Number 1:

IT Goal 1 Provide unique information technology solutions.

Description: Provide and maintain information technology solutions that meet the unique business requirements of the department's customers and staff.

Benefits: Benefits include more efficient use of limited department resources enabling staff to better keep pace with increasing demands. The beneficiaries are the various customers of the department and their partners and constituents.

State strategic goal supported: State goals 1, 2.

Supporting Objectives/Actions

ITO 1-1 Board of Investments (BOI) - Commercial Coal Tax Loan Program Upgrade

Objective business requirements or problem: BOI, with State Information Technology Services Division (SITSD) assistance, will research the current Oracle database and evaluate whether or not an upgrade is needed or if there is a need to replace this application with new software.

Benefits: The application will continue to accurately and efficiently support the needed record keeping and business functions of the Coal Tax Loan Program, while keeping the software current with existing Information Technology operating system, database and infrastructure versions.

Risks: If the Commercial Loan system is not analyzed and a future direction set, it is possible the Coal Tax Loan Program operation or our ability to maintain or upgrade the application will be jeopardized.

Critical success factors: A strategy is developed and a plan implemented to ensure the continued and stable operation of the application.

Est. Cost: \$currently unknown Timeframe: FY13 EPP/Budget Ref: Base

ITO 1-2 Board of Investments (BOI) – Visual Basic Source Code Review and Support

Objective business requirements or problem: BOI is currently utilizing a large variety of Visual Basic (VB) and Excel macros to accommodate the Investment, Bond Program and Accounting reporting and balancing business functions. BOI would like to establish an on-going support agreement with SITSD for source code review and assistance in enhancements, upgrades and troubleshooting.

Benefits: Following this solution, BOI would have the technical support that is needed to assure the integrity of the used macros as well as backup technical support when troubleshooting errors or there is a need for upgrades.

Risks: If technical support is not available, BOI's balancing and reporting could be jeopardized.

Critical success factors: Once source code is reviewed, have an on-going contract with SITSD for technical support for the macros and future upgrades or enhancements.

Est. Cost: \$currently unknown Timeframe: FY13 EPP/Budget Ref: Base

ITO 1-3 Board of Investments (BOI) – Wireless Connectivity At the Colonial Building

Objective business requirements or problem: Currently there is no wireless connectivity available at the Colonial Building. BOI would like to explore the costs for wireless options for the 3rd floor located in the

Colonial building.

Benefits: Wireless access would provide another option for internet and network connectivity. This will provide users with updated technology and also provide connectivity to other wireless devices if BOI chooses to explore this option.

Risks: At this time, the only option for connectivity is through wired network ports or external Teleco wireless providers.

Critical success factors: BOI users, Board members and guests will have the option to use a secured wireless connection to access the internet and other resources.

Est. Cost: \$1,800 - \$1,900 Timeframe: FY13 EPP/Budget Ref: Base

ITO 1-4 Business Resource Division, CEIC – Migrate web site .NET

Objective business requirements or problem: The Census and Economic Information Center (CEIC) publishes a wide range of information via their web site. This site needs to be upgraded to .NET, a more current standard in web platform technologies.

Benefits: Maintenance of the CEIC informational products will be easier, more efficient and more secure.

Risks: Due to the large amount of information a re-organization of the materials is needed and this may cause some disruption to those users that are accustomed to the existing site. This will be a time consuming project that will require adequate staffing to complete it. Staff hired may not be able to complete the conversion without assistance or may require further training before beginning the conversion, delaying the project completion date.

Critical success factors: When the CEIC information products are reorganized and residing on a .NET web platform.

Est. Cost: In house staff Timeframe : FY12-FY13 EPP/Budget Ref: Base

ITO 1-5 Business Resource Division, Made In Montana (MIM) – Upgrade/Convert MIM Web Site and Database.

Objective business requirements or problem: The Department of Commerce is required by state statute (MCA 30-17-101) to provide an electronic directory on the internet or world wide web of Montana businesses that market products qualifying as made in Montana or grown in Montana. The current website was built using older technologies that are at the end of their life cycle making maintenance and enhancements of the site difficult and at times fails to meet the MIM program's needs. The site needs to be upgraded or replaced to use current technology.

Benefits: Maintenance of the products directory database will be easier, more efficient and stable for the staff, and the web site will allow changes or modifications that better show case the Montana products we are promoting.

Risks: Solution options are still being researched. Cost is an issue; however, the system must be upgraded or replaced to maintain the integrity of the MIM product directory.

Critical success factors: When the products directory and web site are upgraded to use more current technologies it will provide a stable solution for staff and constituents. Potential customers would be able look up MIM products quickly and easily from any computer or mobile device.

Est. Cost: \$25,000 Timeframe : FY12-FY13 EPP/Budget Ref: Base

ITO 1-6 Community Development Division (CDD) – Sharepoint.

Objective business requirements or problem: The Community Development Division, Planning Bureau would like to further investigate the use of a Sharepoint or similar type of file management system to provide improved tools for managing their digital records and resources.

Benefits: Improve the efficiency of managing their digital resources and hopefully reduce the total cost of ownership in managing documents and through their entire life cycle.

Risks: The costs associated with a Sharepoint site may make this option prohibitive. Records management for the Community Development Division may become even more complex if a Sharepoint site is used in addition to the existing network file services that are available. Internal skill sets may need to be developed internally to administer/configure a Sharepoint site.

Critical success factors: When a cost effective solution is implemented that improves the Planning Bureau's Records Management.

Est. Cost: \$7,200 annually

Timeframe: FY13

EPP/Budget Ref: Base

ITO 1-7 Housing Division (HD) - Evaluate and implement additional software functions.

Objective business requirements or problem: Continue to seek and implement additional efficiencies that may be available in the Housing Division's software. The Housing Division operates on software from three primary vendors; Emphasys Software, Housing and Urban Development (HUD) Software, and HAPPY Software. These solutions are modular and implemented as needed. We will continue evaluating new modules based upon current business functions, changing Federal and State statutes and a sound business case. Those deemed beneficial and cost effective will be implemented if funding is available.

Benefits: Stay current with industry changes. Comply with State and Federal mandates. Increase in efficiency to reduce costs and time.

Risks: Additional software modules result in additional business processes and costs. New modules may not work with existing technologies. Additional reviews may be needed to guarantee a secure environment in which to operate.

Critical success factors: Evaluated modules that are implemented result in cost savings and may also provide improved reporting and tracking.

Est. Cost: \$Costs vary by module

Timeframe: Ongoing

EPP/Budget Ref: Base

ITO 1-8 Housing Division (HD) – Implement the new business process of servicing mortgage loans.

Objective business requirements or problem: Add the business of servicing mortgage loans to reduce the cost to our clients.

Benefits: Clients will be able to contact Montana Board of Housing (BOH) directly with questions referring to their mortgage loans and servicing/support costs will be reduced.

Risks: With the addition of the new business process of mortgage loan servicing to the division there are many potential risks. Risks that include both the security of data that is collected as well as the financial risks that comes with servicing mortgage loans. Mortgage Servicing is a highly regulated business with numerous federal and state regulations. Current technological limitations may make it difficult to comply with state and federal regulations.

Critical success factors: The business processes and systems are implemented to support the mortgage loan servicing function. The system(s) are fully implemented and functioning reliably and securely and the existing loans have been migrated to the new system. The requirement to contract this service with other financial institutions has been eliminated. The final product results in reduced costs to our clients.

Est. Cost: \$140,000 plus service fee of 30-35%

Timeframe: FY13

EPP Ref: Base

ITO 1-9 Montana Heritage Commission (MHC) – Migrate web site .NET

Objective business requirements or problem: The Montana Heritage Commission web site(s) require upgrading to remain current. These site(s) need to be upgraded to .NET, a more current standard in web platform technologies.

Benefits: Maintenance of the MHC web based informational products will be easier, more efficient and more secure.

Risks: Timely completion of this item may be difficult due to limitations in staffing.

Critical success factors: When the conversion .NET is complete.

Est. Cost: In house staff Timeframe : FY12-FY13 EPP/Budget Ref: Base

ITO 1-10 Montana Promotion Division (MPD) - .NET Phase II Conversion

Objective business requirements or problem: The Montana Promotion Division's (a division of the Montana Department of Commerce) mission is to strengthen Montana's economy through the promotion of the state as a vacation destination. A large part of carrying out that mission is the production and maintenance of several consumer facing websites, including <http://visitmt.com>, <http://wintermt.com> and several other sites. These sites are both promotional and informational in nature; the cornerstone of which is the Oracle Database of Tourism Content (Tourism Database) that the Montana Promotion Division (MPD) collects and maintains.

This is Phase II of a two part project to standardize our coding to C# and host all of visitmt.com on .NET Framework 4. Phase I of the project updated our search functionality and results pages.

The MPD visitmt.com and affiliated websites are currently using a set of .ASP web applications that are extensible and used to display tourism product data from MPD's Tourism Database.

Currently, there are some shortcomings within the web applications. There is little use of Ajax and very little user level controls on the web pages that display tourism business information.

Benefits: As part of the .NET conversion MPD intends to integrate standard user interface controls for fast performance that offers a lively and intuitive user experience on visitmt.com and affiliate websites using the .NET codebase.

Risks: Time and cost overruns. Contractor Staff Turnover- this could lead to loss of system knowledge and slower progress due to high learning curve for a new programmer to begin where the last one stopped. Substandard Quality- the programmer may not comprehend the task or business requirements and may spend hours working on a defective product. The work may not be properly tested before putting the application into production.

Critical success factors: All of the current visitmt.com functionality will be replaced. The site will be further enhanced with 'Trip Planning' functionality. The site will have enhanced usability and functionality. The sites receive more visitors and an increase in web traffic. The customers report having a positive experience using the web site.

Est. Cost: \$84,964.00 Timeframe: FY12-FY13 EPP/Budget Ref: Base

ITO 1-11 Montana Promotion Division (MPD) – Content Management System (CMS) for MPD Intranet Site

Objective business requirements or problem: Create or procure a software system that provides website

authoring, collaboration, and administration tools designed to allow users with little knowledge of web programming languages or markup languages to create and manage website content with relative ease. A robust CMS will provide the foundation for collaboration, offering users the ability to manage documents and output for multiple author editing and participation.

Benefits: Currently all Intranet site updates are submitted via IT Helpdesk. This system would allow all MPD staff to update their own content on travelmontana.org also known as travelmontana.mt.gov, our industry intranet site. This will allow them to make changes instantaneously rather than wait until a technician can work with them to get the information posted the way the program managers desire. More stakeholder ownership will increase the quality of information on our intranet site.

Risks: Time and cost overruns while evaluating or implementing a solution. Staff will have the ability to post information without having it reviewed by anyone.

Critical success factors: All nontechnical MPD staff will be able to update their content on travelmontana.org. This will increase the quality and timeliness of content on our intranet site.

Est. Cost: \$5,000.00 Timeframe: FY14 EPP/Budget Ref: Base

ITO 1-12 Montana Promotion Division (MPD) - MT Tourism & Recreation Strategic Plan On-line Reporting System

Objective business requirements or problem: Currently MT Tourism and Recreation Strategic Plan stakeholders report their progress in achieving the goals and objectives of their plan through an on-line reporting system. A number of stakeholders have asked us to streamline this reporting system to mirror what they have to report to MPD regarding their bed tax funded tourism marketing and promotion projects. The goal would be to have the strategic plan report and the marketing project report use the same system. This will require coordination with MPD's Industry Services Program on report requirements and on-line reporting. The MT Tourism & Recreation Strategic Plan currently uses a subscription-based on-line reporting system (PlanBase) and Industry Services is working to implement the state's Grant Management System to develop their reporting system. These systems may work together, or the State's Grants Management system may be found to serve the needs for both areas.

Benefits: Stakeholders/partners would submit one report to fulfill accountability needs for numerous MPD programs/initiatives.

Risks: Time and cost overruns. Workings with multiple contractors add more opportunities for miscommunication. Current systems may not be capable of data sharing. Historic data may be cost prohibitive to import into a shared system.

Critical success factors: Stakeholders/partners would submit one report to fulfill accountability needs for numerous MPD programs/initiatives. MPD will have more reporting features available (drill down, filtering, sorting, exporting, etc.).

Est. Cost: \$50,000.00 Timeframe: FY14 EPP/Budget Ref: Base

ITO 1-13 Montana Promotion Division (MPD) – KPI Consultation/Dashboard

Objective business requirements or problem: In order to get the maximum return on investment for our consumer marketing dollars we will develop a dashboard and a set of Key Performance Indicators (KPIs) that will allow us to respond to business indicators at any time during the marketing cycle. This information will be available to all management and decision makers.

Benefits: In order to make our marketing efforts more effective we will develop a dashboard to track performance metrics, business indicators, and performance ratios. MPD will bring in a third party to help us determine what gets measured and what gets managed; for example, the landing page of our primary consumer site visitmt.com.

Risks: Time and cost overruns. The third party vendor could identify the wrong metrics. Once KPI are identified, it could be difficult to track and compare data from various sources if data is not standardized. Decisions could be made based on incorrect assumptions.

Critical success factors: Our conversion rate will increase along with visits to the state. Money spent and length of stay will increase. More accurate and timely performance information will be available to management and our constituents. Data from multiple sources can be collected in a central reporting area and analyzed quickly to provide an overall, accurate picture of associated promotional events and activities.

Est. Cost: \$50,000.00 Timeframe: FY14 EPP/Budget Ref: Base

ITO 1-14 Montana Promotion Division (MPD) - Emerging Technologies

Objective business requirements or problem: The flow of information is ever changing and the trend is toward more mobile devices. Even in the short period of this plan new technologies will emerge. MPD wants to be able to respond rapidly to those changes before competitors and deliver our message on the platform and devices currently being used by our customers.

Benefits: The MPD will be able to reach more potential visitors and deliver information in the format to match the device they are currently using for travel planning. This will also give visitors a planning tool to use daily, when they are on the ground in Montana. These technologies will offer a way to immediately communicate changes to customers or provide innovative features to customers on demand.

Risks: Might implement an immature technology that will not be supported long term. May not have the estimated demand for a developed technology after implantation. Technology may be implemented before visitors have adopted it.

Critical success factors: : The MPD will have the technology and capacity to reach 95% of our target market through the use of emerging technologies during the course of this plan. The benefits of technologies implemented are cost effective and result in increased tourism to the State of Montana.

Est. Cost: \$50,000.00 Timeframe: FY14 EPP/Budget Ref: Base

Est. Cost: \$50,000.00 Timeframe: FY15 EPP/Budget Ref: Base

ITO 1-15 Montana Promotion Division (MPD) – Montanakids.com Website Update

Objective business requirements or problem: The plan is to completely update the content, look and functionality of the Montanakids.com website. A child friendly app will also be integrated into the site. When complete the new site will be integrated into our consumer marketing campaigns.

Benefits: Children have always played an important part in vacation planning. Montana has lots of kid friendly and exciting activities for children. One goal is to expose children and their parents the variety of activities in Montana. A secondary goal is to provide accurate encyclopedic information about Montana. This information is valuable to students learning about Montana.

Risks: Time and cost overruns. Due to the Federal Child Online Privacy Protection Act (COPPA) regulations web sites and apps targeted at children are more difficult to implement, a successful launch could be stalled or complicated. Materials could be difficult to develop that would effectively reach all child age groups.

Critical success factors: Traffic to Montanakids.com will increase by 20%. Length of stay will increase by a minimum 10%. Downloads will increase 100%. All time sensitive content will be updated.

Est. Cost: \$80,000.00 Timeframe: FY12-FY13 EPP/Budget Ref: Base

ITO 1-16 Montana Promotion Division (MPD) – Survey Tool .NET Conversion

Objective business requirements or problem: MPD plans to convert our current survey tool to .NET. The application will be a secure Web based (thin client) application. It will also allow our businesses and property managers to update portions of their record on visitmt.com. The data will reside in our Oracle database. That data is used to build the dynamic pages of our Web applications.

Benefits: This is the final phase of our .NET conversion. Our entire Web infrastructure will have been converted to .NET. This will provide better customer service to our tourism partners who have been requesting this functionality for some time. It will also serve our Web site users better by having enhanced and timely travel planning information on our site.

Risks: Time and cost overruns. The database information will be exposed to people outside of MPD.

Critical success factors: A simple, secure application will be in production in 2013. The Web based application will replace and improve our current .asp application. Our customers will be able to log-in and update portions of their records. The number of requests for database updates by MPD staff will decrease.

Est. Cost: \$100,000.00

Timeframe: FY12-FY13

EPP/Budget Ref: Base

ITO 1-17 Montana Promotion Division (MPD) – Media System for Visitor Information Centers (VICs)

Objective business requirements or problem: The goal is to make our VICs as paperless as possible and still provide valuable travel information for our visitors. The primary method for storing travel information will be the visitor's mobile device. This effort will be combined with our new trip planner feature on visitmt.com.

Benefits: We plan to outfit our VIC's with an iPad (staff only), Apple TV and a large screen TV. The travel counselor will help the visitor plan their activities on the iPad and it will be viewable on the large screen TV via wireless connection. They will then save the information using our new trip planning feature on visitmt.com. It can then be retrieved later on their mobile device.

Risks: Time and cost overruns. Inadequate training. Wireless access may not exist on site or may not be available in the area. Customers may not have the technology to take advantage of the new system.

Critical success factors: Visitation to VIC's will increase. Customer satisfaction at VIC's will improve. Visitors will rely more on our centers for information. Web traffic to visitmt.com trip planner will increase. Length of stay will increase and money spent will increase.

Est. Cost: \$14,000.00

Timeframe: FY13

EPP/Budget Ref: Base

ITO 1-18 Montana Promotion Division (MPD) -- Customer Experience Management (CEM) Software

Objective business requirements or problem: Currently MPD utilizes a Siebel 7.7 Customer Relationship Management (CRM) on premise solution that is costly to maintain and is not integrated with our broadcast email campaign software (eROI) or our web chat software (Cute Chat). Additionally usage of this system necessitates using outdated software programs that are not compliant with the current department standards and increases the security risks associated with having to operate a legacy system. An integrated Software as a Service (SaaS) Customer Experience Management (CEM) hosted model is being sought as a replacement.

Benefits: This is both a cost saving and improved business process effort. Our goal is to provide better customer service to both our internal and external users. We also are attempting to integrate several ancillary applications to reduce risk, redundancy and cost. This will be a more cost efficient solution. If all the information is collected in one system, reports will be more comprehensive allowing management to better gauge the impact of various promotional campaigns. The new system will enable staff to continue to respond to consumer's requests for information. Prompt and accurate service will allow Montana to continue to be in the target audience's consideration set and ultimately support our Montana tourism

entities by having people convert to become actual visitors to Montana.

Also new marketing functionality will be able to be taken advantage of such as a fully integrated and targeted email marketing campaigns.

The hosted solution will eliminate the need to maintain hardware, patching and upgrading software which will free up resources to work on other projects.

Risks: The new solution may not be a fully integrated solution with all the functionality needed without requiring more customization or other work a rounds thus increasing expenses and reducing efficiencies. The purchasing, procurement and implementation process may take longer than is projected.

Critical success factors: A fully integrated CEM SaaS solution will be implemented by December 31, 2012 while maintaining all planned functionality. Siebel 7.7 associated servers, eROI, and Cute Chat will be successfully retired. MPD IT staff will not need to maintain the system. Operating costs are reduced. Systems are compliant with current department standards. Information only needs to be collected and entered into one system. Reports provide better information for identifying trends and customer's needs. More people come and visit Montana.

Est. Cost: \$173,000

Timeframe: FY12-FY13

EPP/Budget Ref: Base

ITO 1-19 Montana Promotion Division (MPD) – Location Geo-tagging Application

Objective business requirements or problem: We would like to add geo-mapping and coordinate capturing functionality to still image, video, and on-site hand held devices so that locations can be tagged and the information uploaded to a database automatically.

Benefits: This will make it much easier to capture and geo-tag location photos with a mobile device while in the field. This will be especially valuable when researching specific locations, while in the field. The information can then easily be shared with location scouts and potential film makers. We will be able to identify locations easier and verify the picture was taken in the location being promoted.

Risks: People taking the pictures may not have mobile devices equipped with the technology needed to capture this information. Altering the database to accommodate the new information may negatively impact the system (loss of data integrity, increased response times, etc).

Critical success factors: Geo-tagging information is being captured and stored and being made available efficiently to our clients.

Est. Cost: \$10,000.00

Timeframe: FY12-FY13

EPP/Budget Ref: Base

Goal Number 2:

IT Goal 2 Increase electronic government services

Description: The department will enhance electronic government services to better serve our customers and realize efficiencies.

Benefits: Enhanced web services allow the agency to deliver its services more efficiently and increase customer satisfaction by providing more self service options and quicker processing of requests. Reporting and tracking of information collected for business requirements will improve. Information can be shared by multiple programs to reduce duplication. The beneficiaries include the citizens of the State of Montana, department staff, and department customers.

State strategic goal supported: State goals 1, 2, 4.

Supporting Objectives/Actions

ITO 2-1 Department of Commerce (DOC) – Electronic Signature

Objective business requirements or problem: The public desires to use web based transactions for quick access to programs and services. The department desires to use web based transactions to reduce costs and project time frames. Electronic signatures are now accepted by the State of Montana and the ability to use electronic signatures to conduct business online would reduce costs and save time.

Benefits: It will eliminate the need to mail legal documents back and forth between the department and the customer.

Risks: Electronic signature may be challenged if a legal dispute arises and may be hard to verify. Standards have not been established within the State's environment which causes uncertainty, and possible duplication of effort in finding and establishing a standard method and product.

Critical success factors: Reduced printing and mailing costs, positive perception of system by target audience. Shorter application and contract processing time. Quicker response to customers receiving funding. Solution is acceptable to our legal community and is easy to use.

Est. Cost: \$unknown

Timeframe: FY12 (start)

EPP/Budget Ref: Base

ITO 2-2 Department of Commerce (DOC) – Social Media

Objective business requirements or problem: Commerce has many programs benefiting the public and the economy. Social Media is a vital communication and promotional tool. It provides a way to target specific audiences and share ideas. Commerce intends to continue its use of Social Networking venues and will likely expand its use as additional options prove their value and popularity with the target audience we are trying to reach.

Benefits: Provides dynamic and rich communication methods to complement our traditional modes often at no or minimal cost.

Risks: If two way communications are used, social media forums could be used in a manner not intended by the department.

Critical success factors: On those sites we use, the public participates and/or uses the forums at a level that justifies the staffs' time required maintaining and operating these sites. Target audience has a positive perception of the department.

Est. Cost: In house staff

Timeframe: FY12 ongoing

EPP/Budget Ref: Base

ITO 2-3 Department of Commerce (DOC) – eLearning

Objective business requirements or problem: Commerce needs a way to promote, educate and train the public and our staff on programs we offer. It will be used to explain how to qualify for these programs and how to meet the program requirements. Currently, staff has to travel around the state to educate and train people. Sometimes people are not available to attend during these times. Commerce would like to focus more on providing online educational videos and elearning courses for certification also.

Benefits: Reduced staff travel and preparation time. The public will have the ability to learn about programs and receive training based on their own schedule. Training materials would be more up to date and could reach more people in a shorter time frame.

Risks: Some people needing education and training may not have a computer and would be limited in their options for receiving training. Recipients may not understand the material as well and would not follow up after training with questions.

Critical success factors: The cost of promotion, training and education is reduced per person receiving the

training. The online training received is of the same quality as class room based training. The target audience is more satisfied with the services provided by Commerce.

Est. Cost: In house staff

Timeframe: FY12 (start)

EPP/Budget Ref: Base

ITO 2-4 Department of Commerce (DOC) – Grant Application System

Objective business requirements or problem: Currently there is a lot of duplication, printing costs and time intensive work to provide grant and loan applications to the public, review applications, award funds and then manage the funds for the duration of their life cycle. Commerce has participated with the Department of Agriculture, the Department of Fish, Wildlife and Parks, and the Department of Natural Resources in the implementation of a Grants Management solution. Commerce is still in the process of implementing our first grant within this system, but plans to implement additional grant and potentially loans as resources become available. The following division and program areas within Commerce are interested in implementing grant and loan opportunities within the new system.

Division	Program/Grant Opportunity
Business Resources	Big Sky Economic Development Trust Fund Business Financing and Planning
Business Resources	Certified Regional Development Corporations Planning and Program Delivery
Business Resources	Community Development Block Grant Economic Development Planning, Grants and Loans
Business Resources	Indian country Economic Development Planning, Project and Training Grants
Business Resources	MicroBusiness Finance Program Business Debt Financing
Business Resources	Montana International Marketing Assistance Grants
Business Resources	Workforce Training Grant Program Grants and Training
Community Development	Community Development Block Grant Planning and Project Grants
Community Development	Coal Board Planning, Project and Equipment Grants
Community Development	Community Technical Assistance Program Services Grants
Community Development	Consolidated Plan Management
Community Development	Main Street Program Planning, Project and Services Grants
Community Development	Neighborhood Stabilization Program Project Grants
Community Development	Quality Schools Grant Program Planning and Emergency Grants
Community Development	Treasure State Endowment Program Planning and Project Grants
Montana Promotions Division	Tourism Region/Convention and Visitors Bureau Project Application and Reporting
Montana Promotions Division	Site Selection Bids for Tourism Advisory Council Meetings
Montana Promotions Division	Special Event Grant Program Grants
Montana Promotions Division	Tourism Award Nominations
Montana Promotions Division	Tourism Infrastructure Investment Program Grants

Benefits: It will reduce duplication, printing costs and time involved to process grant applications and manage

grants until successful completion. Having an online system will allow the department to standardize data used for applications shared between programs within Commerce and other agencies in the State of Montana. It will make the process more user friendly for both Commerce staff and grant recipients. It will provide quicker access to information and allow for easy ad hoc reporting as needed.

Risks: If the public and department staff does not have adequate training or computer access they may not be able to take advantage of all the features of an online web based system. If electronic signatures are not accepted, documents will still need to be printed. If sensitive information is required for project, this information will need to be stored separately making the process and reporting a bit more cumbersome.

Critical success factors: Reduced printing and mailing costs, positive perception of system by target audience, ability to provide quick reports for management as needed.

Est. Cost: \$11,000

Timeframe: FY12 (start)

EPP/Budget Ref: Base

Est. Cost: \$4,500

Timeframe: FY13

EPP/Budget Ref: Base

ITO 2-5 Department of Commerce (DOC) – Project Database Enhancement

Objective business requirements or problem: The Department of Commerce maintains a database of the projects managed or supported by the various programs within Commerce. This objective will be to procure the necessary technical support to develop a web based inquiry function that will allow the public to search this Projects Database and view the projects that are underway or have been completed.

Benefits: Improve customer service and satisfaction by being more transparent to the public. Reduce the amount of employee time used to respond to information requests.

Risks: If the site is not user friendly then the public may still not be able to obtain desired information. If the application is not constructed in a secure fashion, it could place other State IT resources in jeopardy.

Critical success factors: The application is built in a secure fashion and is available to the public. The public will be able to see what projects are being funded and have a better understanding of the benefits to their local communities.

Est. Cost: \$7,500

Timeframe: FY12 (start)

EPP/Budget Ref: Base

ITO 2-6 Department of Commerce (DOC) – Mobile Web

Objective business requirements or problem: The public is rapidly adapting to the mobile environment. Current programs and services are posted on the web site but can be difficult to access and use from a mobile device. Commerce needs to provide mobile self service applications or web sites more friendly to mobile devices to allow the public better access to Commerce resources from their mobile devices. This may be achieved through identifying and adopting more mobile specific design standards, or perhaps the development of mobile specific applications.

Benefits: Improve customer service and satisfaction. Offer the public more ways to access information on programs and services provided by Commerce and apply for these services from mobile devices.

Risks: If the mobile access is not user friendly then the public may still not be able to obtain desired information. If mobile applications do not function properly then the public would need to apply for services in person, by mail or traditional computing devices.

Critical success factors: Increased customer satisfaction with communications, programs and services provided to the public and customers. Improved functionality and usability. Reduce costs to provide public with information and training.

Est. Cost: \$unknown

Timeframe: FY12 (start)

EPP/Budget Ref: Base

ITO 2-7 Montana Promotion Division (MPD) – Digital Asset Management System

Objective business requirements or problem: Digital asset management (DAM) is a system for annotation, cataloguing, storage, retrieval and distribution of photos, videos and music are samples of media asset management (a sub-category of DAM). A digital asset management system includes computer software and/or hardware systems that aid in the process of digital asset management. This can include a cloud based solution.

Benefits: Since MPD has been investing in and generating large amounts of digital assets (digital photos, video, podcasts, and audio tours) we have a need to store and catalog these assets in a logical manner and assure their integrity (back-up) for years to come.

Risks: Quality of assets could degrade if not properly stored. Assets could be lost permanently. Assets could be cataloged incorrectly making them difficult to locate when needed. Assets could be unavailable in the proper format rendering them unusable for some projects.

Critical success factors No MPD digital assets are destroyed or lost. The system is user friendly and sufficiently large enough to hold all generated assets. Assets can be tracked and use can be documented to verify copyright compliance. Assets can be easily shared with other entities as needed.

Est. Cost: \$6,000.00 Timeframe: FY14 EPP/Budget Ref: Base

ITO 2-8 Montana Promotion Division (MPD) – Integrate Recommendation Technology into Visitmt.com

Objective business requirements or problem: A recommender system will be integrated into visitmt.com and will automatically select and recommend web content based on users' past behavior on the site (similar to Amazon). This will be a COTS solution. Many plug-ins are readily available.

Benefits: Increase time spent on the site. A "recommender" will improve the customer's (Web user's) experience and help drive traffic to information that might have been previously overlooked. This will create new customers for our businesses and ideally increase the length of their stay in Montana.

Risks: Customers may have privacy concerns and be reluctant to use the site. Recommendations may be categorized incorrectly and annoy customers. Hackers may attempt to intercept and collect this information to use it for malicious purposes or spam campaigns.

Critical success factors: Increase time on the site. Increase number of pages viewed by users. Increase number of visitors to visitmt.com. Increase length of stay in Montana. Bring more visitors to the state (conversions). Provide adequate security to protect customer's privacy.

Est. Cost: \$unknown Timeframe: FY12-FY13 EPP/Budget Ref: Base

ITO 2-9 Montana Promotion Division (MPD) - Geotourism Project Websites

Objective business requirements or problem: These sites will provide useful visitor and resident information regarding what's special about the Geotourism regions and what residents are doing to keep the region/community/place special (i.e. <http://www.crownofthecontinent.net/> and <http://www.yellowstonegeotourism.org/>)

Benefits: Geotourism projects represent important partnerships with tourism, regional and community based groups. This fits in well with our target market the geotourist.

Risks: Residents may be reluctant to share information reducing the value of the site. Information posted may be quickly outdated and visitors may not trust the information posted.

Critical success factors: Increased website use will ideally translate into increased visitation. Visitors will recognize value in the resources and information available on the site.

Est. Cost: \$20,000.00 yr Timeframe: FY12-FY17 EPP/Budget Ref: Base

ITO 2-10 Montana Promotion Division (MPD) – Reel-Scout Mobile Application Development

Objective business requirements or problem: This project is for the development of a mobile application that will allow users to tap into our already existing database of locations, crew, and production services through any mobile device. This database is currently in use by the film office and is hosted and maintained by the contractor. This information is currently served up on the Montana Film Office website for use by our clients.

Benefits: A mobile application will allow for greater and easier dissemination of the Montana Film Office's information to our clients and constituents. It will allow film producers to pull up information on Montana locations, individuals for hire, and Montana business with their smartphones and tablets. This will allow easier and broader access to the data we collect and serve up to the film production community.

Risks: Customers may be traveling in a remote location with no wireless access. Time and cost overruns as well as potential contractor staff turnover may cause implementation delays.

Critical success factors: Clients and constituents are able to download and app to help with film production planning in Montana. Services received through the app meet their needs and reduce the number of calls to the Montana Film Office.

Est. Cost: \$8,800.00 Timeframe: FY12-FY13 EPP/Budget Ref: Base

ITO 2-11 Montana Promotion Division (MPD) – Trail Mobile App

Objective business requirements or problem: In order to give visitors greater access to Montana trails (Bike Routes, Brewery Trail, etcetera) we will acquire an off the shelf app that we can populate with various tours and trails around Montana. More and more visitors are using hand held devices for their travel planning. We will also create an app appropriate for kids. Content to be determined but will include the Dinosaur trail.

Benefits: Our goal is to increase visitor's awareness of sights and activities available in Montana to encourage them to lengthen their stay and send them to more diverse parts of the state. This is to benefit Montana businesses that serve the traveler.

Risks: These trails will become overcrowded making visitor's experiences less enjoyable. COPPA regulations may make it difficult to deploy a child focused site.

Critical success factors: We will see increased visitation to "trail" sites across the state. Length of stay will increase and money spent will increase. Visitors will share experiences with other potential visitors to these locations.

Est. Cost: \$15,000.00 Timeframe: FY12-FY13 EPP/Budget Ref: Base

Goal Number 3:

IT Goal 3 Secure department IT resources.

Description: Secure department hardware, software, and data to prevent unauthorized access, alteration, or loss and ensure business continuity.

Benefits: Secure information systems benefit everyone because secure systems ensure business continuity in the event of a disaster or attack.

State strategic goal supported: State goal 3.

Supporting Objectives/Actions

ITO 3-1 Department of Commerce (DOC) – Continue Security Program Development

Objective business requirements or problem: We have a State policy requirement to develop and constantly manage and enhance a NIST based security program. This is a process that continues to evolve as policies and procedures are created, updated and a comprehensive program is implemented.

Benefits: Sensitive information is safe-guarded from inappropriate access, and our systems operate without disruption from intrusion or un-intended manipulation.

Risks: Failure to implement an appropriate security may jeopardize our systems or data, or funding sources.

Critical success factors: Key requirements of a NIST based security program are implemented.

Est. Cost: Internal resources Timeframe: FY12-FY13 EPP/Budget Ref: Base

Goal Number 4:

IT Goal 4 Staff development and support tools.

Description: Provide staff the skills and tools necessary to support the business needs of our customers both inside and outside the department.

Benefits: Improving the technical expertise of agency staff allows the agency to more effectively and efficiently serve our customers. The beneficiaries include the citizens of Montana, department staff, and department customers.

State strategic goal supported: State goal 1,2, 5.

Supporting Objectives/Actions

ITO 4-1 Community Development Division (CDD) – Improve Records Management.

Objective business requirements or problem: The Community Development Division has large amounts of grant and program related hardcopy and digital media. The division would like to research improved methods or tools that result in a more efficient records management environment. Possible solutions may include scanning, reporting, archiving and indexing tools and/or potentially other tools that have not yet been identified. Solutions may also include enhancing internal records management practices.

Benefits: Improve the efficiency and security of managing records resources while reducing the total cost of ownership of the records management life cycle.

Risks: The costs associated with some solutions may make them prohibitive.

Critical success factors: When a cost effective solution(s) are implemented that improve the efficiency of the Division's records management.

Est. Cost: \$unknown Timeframe: FY13 EPP/Budget Ref: Base

ITO 4-2 Department of Commerce (DOC) – WINDOWS 7 Migration

Objective business requirements or problem: DOC needs to remain current on the software that is commonly used within the department. DOC began the process of using the Windows 7 operating system on the desktop and laptop computers in 2011. This desktop operating system is being deployed as equipment is refreshed. Operating within a mixed mode environment has not presented significant problems for our clients or staff. We plan to continue the migration via this methodology until or if some other issue arises that would require us to speed the process up.

Benefits: To remain in compliance with State Enterprise software standards, and retain compatibility with industry and our software vendors' products.

Risks: If the software is not kept current, our ability to communicate and perform our mission becomes impaired and we will have difficulty addressing security issues. Support and end user training will be essential. If we begin moving to this product on a large scale before all resources that use it are tested and support is in place, we could risk impairing our users' ability to meet their mission objectives.

Critical success factors: When all of our equipment has this product installed and employees are using it to support the performance of their particular missions.

Est. Cost: \$N/A

Timeframe: FY11 (start)

EPP/Budget Ref: Base

ITO 4-3 Department of Commerce (DOC) – Patching and Imaging

Objective business requirements or problem: DOC needs to remain current on the software that is commonly used within the department and have a method to quickly deploy computer settings and images to computer hardware. DOC began reviewing patch management and imaging options in 2011 as a result of migrating from a Novell environment to a Microsoft environment for file and print services. DOC plans to complete its research and implement a patch management and imaging solution.

Benefits: To provide a single method for automating patching of both Microsoft and non-Microsoft applications. This will keep DOC computers more secure and assist in application issue resolution. The ability to image computers will reduce time for the deployment or rebuild process for workstations and laptops.

Risks: If the applications are not patched and kept current, vulnerabilities could be introduced onto the State Network causing disruptions and long periods of time to remediate application issues. If imaging requires too many steps, it would not save much time and staff may be reluctant to use it. Support staff training will be essential.

Critical success factors: When all DOC computer equipment is patched and monitored by a single system and support staff is trained for proper use of the system. Imaging computers is easy, quick and reduces the amount of time to set up and install new devices.

Est. Cost: <\$10,000

Timeframe: FY12 (start)

EPP/Budget Ref: Base

ITO 4-4 Department of Commerce (DOC) - Workstation Replacements

Objective business requirements or problem: The department adheres to the State's best practice recommendation of replacing workstations every five years, if funding is available.

Benefits: Appropriate hardware is reliable and available to run the applications required by our personnel. Equipment is purchased with warranties so that in the event hardware fails additional expenses are not incurred. Purchasing equipment less frequently reduces overall equipment costs.

Risks: Some divisions do not have the funding to maintain this schedule. Waiting too long to replace equipment can result in increased maintenance and support costs. Parts can be difficult to obtain.

Critical success factors: When workstations are replaced on schedule in an efficient manner to reduce the total cost of ownership.

FY	2012	2013	2014	2015	2016	2017	EPP Ref:
Dept.							
BOI	8,400 (7)	14,400 (12)	16,800(14)		1,200(1)	8,400 (7)	7505
BRD	12,000(10)	13,200(11)	4,800(4)	9,600(8)	1,200(1)	16,800(14)	5105
CDD	9,600(8)	2,400(2)	6,000(5)	10,800(9)	1,200(1)	9,600(8)	6005
MFFA		3,600(3)			1,200(1)		Base

HD	16,800(14)	12,000(10)	3,600(3)	24,000(20)	2,400(2)	16,800(14)	7405 & 7407
EPDD	1,200(1)	1,200(1)	3,600(3)				5505
MHC	9,600 (8)	2,400 (2)	1,200(1)	(0)	(0)	9,600(8)	8005
MPD	9,600 (8)	7,200(6)	3,600(3)	10,800(9)	4,800(4)	10,800(9)	5206
DO	12,000(10)	12,000(10)	3,600(3)	2,400(2)	(0)	12,000(10)	8106

Est. Cost: See chart

Timeframe: See chart

EPP/Budget Ref: See Chart

ITO 4-5 Department of Commerce (DOC) - Server Replacements

Objective business requirements or problem: In accordance with state recommended best practices, DOC will adhere to a standard replacement cycle of 5 years on servers. The following table lists our replacement schedule based on the existing hardware, but before commitments are made our options will be researched so that the best business solution is implemented. Standard options that will be evaluated on a case by case basis include a standard hardware replacement, hosting on shared or dedicated resources in the State Data Center, hosting in the Cloud or hosting with other trusted providers.

Benefits: Equipment is more stable, less prone to failure and able to accommodate advancements in the software running on them.

Risks: Funding must be made available. Equipment must be correctly sized for the anticipated work load. Internal staff skills must be kept at an appropriate skill level to install and operate the equipment and maintain the software run on it.

Critical success factors: When servers are replaced on schedule in an efficient manner and they are operationally available to meet the needs of our business community. Servers are set up in such a way to minimize outages or service interruptions to our internal and external customers.

FY	2012	2013	2014	2015	2016	2017	EPP Ref:
Dept.							
BOI							
BRD							
CDD							
EPDD							
FFA							
HD		8,500 (1)					
MHC							
MPD				10,500(1)			5206
MSD		75,000 (2)					

Est. Cost: See chart

Timeframe: See chart

EPP Ref: See chart

ITO 4-6 Department of Commerce (DOC) – Software Asset Management

Objective business requirements or problem: Commerce uses a variety of hardware and software to operate and provide services. All software and services require a license agreement. These license

agreements can vary based on the type of license and are subject to change. It is difficult to keep up with the regulations tied to license agreements. A solution is needed to help manage software and services assets to ensure that the department is in compliance with laws, standards and agreements and all state owned devices only have software or access services which have been approved for department use.

Benefits: Ability to prove that we are in compliance with vendor's license agreements when brought in question. Ability to prevent unapproved or potentially dangerous software from being accessed from or installed on state owned devices. Immediate notification of any products or services that need to be brought into compliance.

Risks: May not have enough staff and finance resources to implement a viable solution.

Critical success factors: A software audit and compliance solution obtained and implemented. All installed software products and services are valid and approved. Reports are available for quick easy access to information when needed to comply with audit requests. Staff time gathering information for proof of compliance and removing unapproved or out of compliance software is reduced.

Est. Cost: \$unknown

Timeframe: FY12

EPP/Budget Ref: Base

ITO 4-7 Department of Commerce (DOC) – Software, hardware support & services

Objective business requirements or problem: DOC uses numerous hardware and software products and IT related services. These products and services are key to the efficient operation of Commerce and are renewed annually. Some items are used and funded by all or multiple divisions and some are dedicated to a single division or program. To the extent possible, divisions that use a particular product or service provide funding and/or resources to support it. These services are constantly being re-evaluated as efforts towards increasing our efficiency and consolidation of services in the use of SITSD/SMDC facilities and services are implemented.

Benefits: Software remains current so that all new functionality is available when needed, and the vendor or provider is better able to provide assistance or support in the event issues arise.

Risks: Funding must be available and support staff must have the time and resources to test and implement new versions using best practice support methodologies.

Critical success factors: Software and services are implemented and available to support the needs of our business clients.

Est Cost: Varying

Timeframe (FY): Annual ongoing

EPP Ref: Base

SECTION 5: IT INITIATIVES (FY2012 – FY 2017)

The Montana Department of Commerce does not have any initiatives for the fiscal years 2014-2015 that meet the requirements for inclusion in the Executive Planning Process.

SECTION 6: ENTERPRISE ALIGNMENT

Communities of Interest Participation

☒ Government Services

☐ Public Safety

☒ Human Resources

☐ Environmental

☐ Education

☒ Economic

☐ Cultural Affairs

☐ Finance

SECTION 7: PLANNED AGENCY IT EXPENDITURES

Expense Category	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Personal Services	\$ 963,713	\$ 965,579	\$ 984,891	\$ 1,004,588	\$ 1,024,680	\$ 1,045,174
Operating Expenses *	\$ 2,472,529	\$ 2,307,963	\$ 2,354,122	\$ 2,401,205	\$ 2,449,229	\$ 2,498,213
Initiatives **			\$ 43,200	\$ 68,100	\$ 12,000	\$ 84,000
Other Expenditures						
Totals:	\$ 3,436,242	\$ 3,273,542	\$ 3,382,213	\$ 3,473,893	\$ 3,485,909	\$ 3,627,387

* FY 2012 and FY 2013 Budgeted IT Codes

NOTE: FY 2012 Actuals through 12/31/2011 = \$900,146 or annualized at \$1,800,292 (\$900,146 * 2 = \$1,800,292)

** Initiatives:

Name	EPP	EPP Note	FY 2014	FY 2015	FY 2016	FY 2017
MPD Content Management	5210	ITO 1-11	\$ 5,000	\$ -	\$ -	\$ -
MPD On-Line Reporting	5210	ITO 1-12	\$ 50,000	\$ -	\$ -	\$ -
MPD KPI Dashboard	5210	ITO 1-13	\$ 50,000	\$ -	\$ -	\$ -
MPD Emerging Technologies	5210	ITO 1-14	\$ 50,000	\$ 50,000	\$ -	\$ -
MPD Digital Asset Management	5210	ITO 2-7	\$ 6,000	\$ -	\$ -	\$ -
BOI Minor Equipment Replacement	7505	FYE 2012 ADJ	\$ 16,800	\$ -	\$ 1,200	\$ 8,400
BRD Minor Equipment Replacement	5105	FYE 2012 ADJ	\$ 4,800	\$ 9,600	\$ 1,200	\$ 16,800
CDD Minor Equipment Replacement	6005	FYE 2012 ADJ	\$ 6,000	\$ 10,800	\$ 1,200	\$ 9,600
FFA Minor Equipment Replacement	7105	2017 Biennium	\$ -	\$ -	\$ 1,200	\$ -
HD Minor Equipment Replacement	7405 & 7407	FYE 2012 ADJ	\$ 3,600	\$ 24,000	\$ 2,400	\$ 16,800
EPDD Minor Equipment Replacement	5505	FYE 2012 ADJ	\$ 3,600	\$ -	\$ -	\$ -
MHC Minor Equipment Replacement	8005	FYE 2012 ADJ	\$ 1,200	\$ -	\$ -	\$ 9,600
MPD Minor Equipment Replacement	5206	FYE 2012 ADJ	\$ 3,600	\$ 10,800	\$ 4,800	\$ 10,800
DO Minor Equipment Replacement	8106	FYE 2012 ADJ	\$ 3,600	\$ 2,400	\$ -	\$ 12,000
MPD Minor Server Replacement	5206	FYE 2012 ADJ	\$ -	\$ 10,500	\$ -	\$ -
Totals:			\$ 204,200	\$ 118,100	\$ 12,000	\$ 84,000

SECTION 8: ADDITIONAL INFORMATION - OPTIONAL

None.